



Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact support@jstor.org.

Management and Production

EDITOR'S FOREWORD

By FRED J. MILLER

President, The American Society of Mechanical Engineers

IN these unsettled times in the industrial field it is to be expected that there will be those who will conclude that there is little hope of a satisfactory, or even a workable solution of our problems. On the other hand there are very many who not only have faith to believe we shall solve these problems but they are sincerely trying, with varying degrees of success, to contribute to their solution.

We are passing through a period of adjustment and it behooves us all to keep in mind that our success in this adjustment will be proportioned to our use of intelligence and reason and that nothing can be hoped for from ignorance and prejudice.

There can be no doubt that much of the misunderstanding between employer and employe may be traced to the fact that each reads, more or less exclusively, the publications that support his views—that indeed must do so, for reasons that are easily understood. Thus each side fails to get the other's viewpoint and it is certain that the industrial situation would be much improved if there could be more of that "getting together" which accompanies a free interchange of views to the end that each side may at least comprehend what the other stands for; and why.

To one who has become more or less surfeited with the arguments put forward by those who are paid, in one way or another, to advocate a given side and must "deliver the goods" it is decidedly refreshing and mentally

stimulating to read the views presented in such a series of articles as follow.

The authors range from labor union officials, at one extreme, to heads of large manufacturing and commercial enterprises at the other; with state and national officials, industrial engineers and economists occupying the intermediate ground. It is safe to say that no one can carefully read these articles and fail to acquire from them a very good and accurate idea of what the industrial situation of today is, so far as underlying principles are concerned; and, what the best thought of the leaders on both sides really is.

There are those who, for ten years or more, have recognized and have declared their conviction that the industrial world has been passing through a revolution—for the most part peaceful and constructive, but, nevertheless essentially, a revolution. The Hohenzollern war did not cause this revolution, but only accelerated what was already under way. Among other things it has shown us clearly that the old driver method of industrial management will no longer do. The workmen of the world and as well, the women of every country that participated in the war, have acquired by that participation a new status. Many of the industrial difficulties of the present day are due to the resistance of working men and women everywhere, to being forced back to their former and inferior status. They are insisting that if they are good enough to place their lives at the disposal of the forces of civilization, then they are good enough

to have at least some voice in determining the manner of life they shall lead in the civilization they have striven, they hope successfully, to preserve.

In every country of the world the trend, for years, has been toward democracy; and absolutism, both in governments and in industries, is being generally perceived to be an anachronism in this age of enlightenment. Moreover the revelations of examining boards as to physical fitness for military service, having revealed that an astonishingly large proportion of working people have been much undernourished and overworked, have caused many to do some thinking along fundamental lines. The facts revealed seem to make pertinent the inquiry as to whether or not our modern civilization secures for humanity in general nearly as good living conditions and chances of individual development as did earlier and more primitive conditions. The tendency is to reexamine our position with respect to our terrestrial environment and to ask why, with the productive powers of man multiplied by myriads of inventions, as they have been within the past century, anyone able and willing to work should, at any time, even temporarily, be without an adequate supply of all that is needed to maintain in good health not only himself, but all who are naturally dependent upon him; and to obtain in addition a fair share of the luxuries which modern civilization is supposed to afford for those who live in civilized countries.

Constantly the line of demarkation is being more clearly drawn between those who render useful service in return for what they obtain of this world's goods and those who do not. Inevitably the road we have travelled in the world's development will be reexamined to discover the turnings we may have made that have taken us so

far from the earlier conditions in which men (those who managed to avoid bondage in one form or another), by more or less coöperation, applied their labor directly to the earth's unmonopolized resources, and kept for their own use or disposal literally all they produced, to the present condition, in which, as a matter of common observation and knowledge, reinforced by abundance of statistical evidence, workers, *i.e.* those who perform useful service, either by mental or manual labor, receive for that service only a small part of what they produce.

If, in that road, wrong turns have been made, then a new orientation must take place and we must face the necessity for it or, contemplate the probability that, sooner or later, like the older civilizations that have preceded the present, ours will also pass away.

Many of the most profound and disinterested students of this, our greatest problem, believe that the modern tendency of those who labor to plan for action in their common interest is, after all, the best protection society can have against worse things—evils such as have been alluded to above and which history plainly shows have led often to violence, but almost inevitably to degeneration and social decay.

All who are sincerely trying to understand the present course of events will rejoice that, perhaps now more than ever before, men of large affairs, of proven capacity for leadership, heads of important industrial concerns, are giving evidence of their conviction that autocracy in industries is irreconcilable with democracy in governments. Realizing the very great difference between a body of employes all enthusiastically coöperating toward one object and, on the other hand, a body of employes rendering only such service as they think necessary to hold their

jobs, and only so long as they wish to hold them, these men are giving this problem their best attention and the records of what some of them have accomplished are set forth in the following pages. The reactionaries and stiff-necked autocrats can scarcely continue indefinitely to ignore or belittle the record being made by such men, and in that aspect of the situation there is great encouragement—more perhaps than in any other.

It is not true that production has fallen off everywhere. There are establishments in America wherein production per employe is now greater than before the war and many of them in which it is as great. Investigation of the methods followed in these establishments will convince almost anyone that the driver method of industrial management is passing and is bound to disappear. We must get away from the industrial ideas that have been handed down to us from slavery and from the patriarchal or feudal relation and, one or another form of industrial coöperation must take their place.

In so-called normal times there are more men than there are jobs for them. Employed men will then submit to

being driven, knowing that others stand ready to take their places and that, not to submit, may mean deprivation and want for themselves and those dependent upon them. But the war, with its practically unlimited demand for the production and transportation of munitions and food to support the world's armies, changed all that and made jobs so easy to get and to hold that the driver method of management broke down and we are now being shown, more plainly than before, the difference between real leaders of men and mere drivers.

As is shown in the following pages, real brain work must be applied to industrial management. It must be made clear to the people who work that it is to their interest to do the things wanted to be done in the manner and in the quantities fairly to be expected or asked of them and management must, itself, properly attend to its proper and contributory management functions.

There is little cause for profound discouragement, but facts must be faced and dealt with in the true American spirit of fair play and the square deal.